

# Understanding The Impact of Corporate Culture on Business Performance and Employee Satisfaction of TCS

ARYA VERMA<sup>1</sup>, DR. GAZALA YASMIN ASHRAF<sup>2</sup>

<sup>1</sup> Student, Amity University, Chhattisgarh

<sup>2</sup> Associate Professor, Amity University, Chhattisgarh

*Abstract- Corporate culture plays a crucial role in shaping the overall work environment, employee satisfaction, and ultimately, the business performance of an organization. It encompasses the shared values, beliefs, behaviors, and norms that define how people within a company interact and work together. A culture that supports work-life balance, employee wellbeing, and chances for personal development helps people feel more satisfied with their jobs. Employee loyalty, turnover rates, and the ability to recruit and keep top talent all increase when workers are satisfied with their work. The success of an organisation can be greatly influenced by its culture. A strong culture also encourages innovation, creativity, and problem-solving skills, which helps businesses stay competitive and adapt to shifting market conditions. This study investigates the impact of corporate culture on business performance and employee satisfaction at Tata Consultancy Services (TCS), a leading global IT services and consulting company. The objective is to understand how TCS's corporate culture influences these outcomes and identify the key factors contributing to its success. Information on perceptions of the corporate culture, employee satisfaction, and business performance was analysed. The findings reveal a strong and positive corporate culture at TCS that significantly affects both business performance and employee satisfaction. The culture's emphasis on collaboration encourages innovation, teamwork, and knowledge sharing, all of which boost output and satisfy customers. It is recommended that TCS should continue to prioritize and make investments in its culture, which fosters cooperation, creativity, and employee growth.*

*Indexed Terms- Corporate Culture, Work-life balance, Employee Satisfaction, Business Performance, Transparency, Communication*

## I. INTRODUCTION

Corporate culture plays a crucial role in shaping the overall work environment, employee satisfaction, and ultimately, the business performance of an organization. It encompasses the shared values, beliefs, behaviors, and norms that define how people within a company interact and work together. A positive and strong corporate culture fosters employee engagement, motivation, and a sense of belonging, which directly impacts their satisfaction levels. Furthermore, when employees are satisfied and fulfilled in their work, they are more likely to be productive, innovative, and committed to achieving organizational goals. This, in turn, leads to enhanced business performance, including increased efficiency, profitability, customer satisfaction, and competitive advantage. Corporate culture is the set of guiding principles, norms, and practises that govern how management and staff interact inside an organisation. Employee satisfaction and business performance can both be significantly impacted by a positive corporate culture.

First, higher levels of employee satisfaction might result from a positive corporate culture. Employees are more likely to be involved in their work and feel a sense of loyalty to their employer when they feel valued and supported by their organisation. As a result, there may be less staff turnover, greater productivity, and a better dedication to the objectives of the company.

Second, a healthy corporate culture can directly influence how well a corporation performs. Employees are more likely to be inventive, creative, and willing to take chances when they feel engaged and driven by their work. New concepts and methods may result from this, stimulating innovation and growth inside the company. A strong corporate culture

can also aid in luring and keeping top talent, which can be essential to achieving commercial success.

- **Impact on Employee Satisfaction:**

Corporate culture has a big impact on how satisfied employees are. An climate that values open communication, teamwork, and respect fosters a welcoming and diverse workplace. Employees experience greater job satisfaction when they feel heard, respected, and appreciated. Additionally, a culture that supports work-life balance, employee wellbeing, and chances for personal development helps people feel more satisfied with their jobs. Employee loyalty, turnover rates, and the ability to recruit and keep top talent all increase when workers are satisfied with their work.

- **Impact on Business Performance:**

There is no denying the relationship between corporate culture and business performance. The success of an organisation can be greatly influenced by its culture, which should be in line with its goal, vision, and values. Employee engagement and motivation tend to promote productivity, which boosts operational effectiveness and output. A strong culture also encourages innovation, creativity, and problem-solving skills, which helps businesses stay competitive and adapt to shifting market conditions.

Higher levels of customer satisfaction are also influenced by a positive business culture. Employees are more likely to provide outstanding customer service when they are joyful and motivated, which increases client loyalty and generates favourable word-of-mouth recommendations. Customer satisfaction, in turn, promotes corporate expansion and profitability. A strong business culture also draws top talent since it serves as a significant point of differentiation for potential employees. Candidates are looking for companies with a good reputation and a supportive workplace. This enables businesses to assemble a bright and varied workforce, improving performance and stimulating innovation.

Therefore, the influence of company culture on worker satisfaction and business performance cannot be overemphasized. Higher levels of employee satisfaction, more creativity and innovation, and enhanced business performance can all be attributed to

a positive corporate culture. A bad corporate culture, on the other hand, can have detrimental effects on both the employees and the organization as a whole. Therefore, to succeed over the long run, organizations must prioritize the creation of a positive corporate culture.

#### Objectives

The objectives of this study are:

1. To determine work life balance and employee well-being among TCS employees
2. To determine the level of job satisfaction among TCS employees.
3. To analyse the perception of TCS employees towards their company's corporate culture
4. To analyse the transparency and communication within TCS

## II. LITERATURE REVIEW

Daulatram B. Lund (2003) This study highlights how crucial organisational culture is in figuring out how satisfied marketing professionals are with their jobs in various kinds of businesses. The results imply that companies can boost productivity and employee satisfaction by cultivating a positive and encouraging culture that places a high value on adaptability, teamwork, and employee empowerment. Kwantes, Catherine T (2007), With a focus on the Indian labour market today, this research develops a paradigm to comprehend the impacts of weaker organisational commitment on intellectual capital and organisational competitiveness. Specifically, adopting a model of intellectual capital that includes three tiers—human capital, social capital, and organisational capital—the consequences of low organisational commitment on intellectual capital, The literature on organisational commitment and its connection to the growth of intellectual capital inside an organisation is reviewed in this essay. Special focus is placed on the interactions between social and organisational culture in India and how these affect intellectual capital and organisational commitment. With an emphasis on socialisation practises and organisational culture, it is proposed that enhancing organisational commitment may be the most successful strategy in the Indian cultural environment. Gregory, B. D., Harris, S. G., Armenakis, A. A., & Shook, C. L. (2009), Although few empirical studies have provided in-depth insight

into the relationship, many managers and management researchers implicitly hold the belief that organisational culture influences corporate effectiveness. By examining employee attitudes as a potential mediator of the relationship between organisational culture, as operationalized by the competing values framework Quinn, R.E., *Beyond Rational Management*. San Francisco: Jossey-Bass; 1988, and various measures of organisational effectiveness, this manuscript seeks to fill this research gap. The findings of this study, which was carried out in 99 healthcare facilities throughout the US, offer data that implies staff attitudes mediate the relationship between culture and efficacy. Nimalathasan, B., & Brabete, A. P. V., PhD. (2010), The organization's human resources are regarded as a crucial aspect. Maintaining employee relationships, the type and content of their jobs, job design, and other factors that have a big impact on the organization's reputation are crucial if human resources are to be used as an organization's most valuable asset. Job satisfaction and employees' work performance have a good association. As a result, the topic of job satisfaction has recently been a hot one for research studies. Examining how aspects like psychological, demographic, organisational, personal, economic, and technical influences employees' job satisfaction in the company is the specific issue this study attempts to solve. Tsai, Y. (2011). The term "organisational culture" describes the long-standing beliefs and values of an organisation, as well as the staff members' beliefs and the anticipated value of their work, which will affect their attitudes and behaviour. Barbara Bigliardi, Alberto Ivo Dormio, Francesco Galati, Giovanni Schiuma (2012), This essay has two goals in mind. First, it intends to test an existing framework that studies the connection between knowledge workers' satisfaction and organisational culture in the pharmaceutical sector. The second goal of the article is to determine which of the framework's constructs is most important to this sector. The article aims to provide organisations looking to increase the satisfaction of their knowledge workers with actionable insights for understanding the relationship between organisational culture and knowledge worker satisfaction in a particular industry. Vukonjanski, J., & Nikoli, M. (2013). This study examined the moderating impact of an organization's ownership structure on the link between organisational

structure (OS), as determined by the Globe project, and job satisfaction (JS). 256 middle managers from Serbian public (134) and foreign (122) enterprises participated in the study. Through an explanation of the relationship between OC and JS, managers are given instructions on how to begin relevant activities focused on changes in organisational culture in their organisations in order to improve organisational performance. Krishna Prakash, Dr. Jawahar philimis (2013). In the current climate of intense global competition, employee retention has grown to be a major problem for businesses. An organisation spends time and resources developing a person so that he is prepared to work and is familiar with the corporate culture. Keeping those people who put in a lot of effort and are vital to the system is crucial for the company. The most challenging issue that organisations confront today is not only managing these resources, but also keeping them. Every company has to hire and keep qualified employees since employee competences are essential to their capacity to remain economically competitive. Salman Habib, Saira Aslam, Amjad Hussain, Sana Yasmeen, Muhammad Ibrahim (2014), The study's findings demonstrated that an organisation's culture has a big impact on employee happiness and intent to leave. The study discovered, in particular, that organisational culture is a crucial element that significantly affects worker commitment, job satisfaction, and retention. According to the study's findings, businesses may boost employee commitment, retention, and happiness by prioritising and fostering a positive and supportive culture. This can help businesses perform better as a whole. Huma Abid Alvi, Mehmood Hanif, Muhammad Shahnawaz Adil, Rizwan Raheem Ahmed, Jolita V veinhardt (2014). The goal of this study is to better understand how supportive, innovative, and bureaucratic organisational cultures affect employee engagement and job satisfaction in Karachi's chemical industry. The main goal of the study is to determine the connection between organisational culture and employee commitment to improving their workplace and job happiness. The goal of the study is to ascertain how organisational culture affects employees' commitment and job happiness. Mrs. B. Swath (2014) The study focuses on the connection between organisational culture and employee satisfaction as well as how these factors affect productivity and performance. The precise findings and comprehensive

outcomes are not provided in your description, but it offers insights into how organisational culture and performance relate to employee satisfaction. However, the study's methodology and emphasis on improving employee performance and happiness through a variety of tactics offer a platform for additional study and real-world implementation in commercial organisations. Maruf Ahamed, Rezwan Mahmood (2014) According to the research done on Banglalion Communication Ltd., organisational culture significantly affects how satisfied employees are with their jobs. Employee morale and job satisfaction were found to be positively impacted by the company's current culture in the short run. However, some areas, like values, the domestic labour market, justice, and fair pay, need greater attention. According to the study, employees were not particularly content with these characteristics, which may eventually cause them to become dissatisfied with their jobs. The study considered two aspects of organisational culture: Components of Culture and Culture Type and looked at how these related to job satisfaction. Three fundamental factors—the environment variable, the job characteristic index, and the personality variable—were used to evaluate job satisfaction. These components included diverse elements like Internal Labour Market, Task Significance, Integration, Pay, Routinization, Work Motivation, Positive Affectivity, and Negative Affectivity. They also included factors like Market Opportunity, Autonomy, Role Ambiguity, Role Conflict, Role Overload, Distributive Justice, Supervisory Support, and Role Overload. Venkatesh, J. (2014), The area of human resource management has seen a rise in the importance of employee engagement. Employees who are highly engaged contribute significantly to their organisation. If staff are not engaged, customer happiness, employee retention, and productivity will suffer. Sadly, not all employees are actively involved in their organisations. The performance of the organisation will be significantly impacted by this disengagement. The goal of this study is to determine whether there is a correlation between employee organisational commitment and employee engagement elements. A committed and reliable workforce enhances an organization's competitive advantage. Demirtaş, Z. (2015), In this study, exploratory and confirmatory factor analyses were employed together with the measurements TSS and OCS. Participant commitment

to the organisation and job satisfaction are both quite high. There were no discernible differences in job satisfaction based on participant characteristics such as gender, seniority, age, status, or branch. Although there are no significant differences in organisational commitment perceptions according to age, seniority, or gender, it was discovered that administrators and class teachers both exhibit higher levels of organisational commitment than branch teachers. Job satisfaction and organisational commitment are significantly and favourably correlated. Basu, K. (2015), There is minimal research on the organisational culture's mediating function in the relationship between leadership and ERP adoption, despite the fact that it is commonly acknowledged that leadership and culture have significant effects on ERP adoption and are essential for realising advantages. The goal of the paper is to comprehend how cultural factors affect the success of ERP installation. With an emphasis on the position organisational culture plays in this relationship, this paper aims to summarise the studies that have been done on the relationship between leadership, and leadership specifically, and IT effectiveness. We research the organisational culture elements that are important to ERP installation and make recommendations for how these influence adoption. Hakim, A. (2015). This study examines employees' perceptions and reactions regarding the organizational culture for their job satisfaction where the five variables or organizational culture are selected as working conditions, compensations, respect from co-workers, relationships with supervisors and opportunity for advancement. The key purpose of this study effort was to investigate how organizational culture can affect job satisfaction of the employees in response their perceptions and reactions towards the organizational culture factors. This study operationally defined culture in terms of working conditions, compensations and benefits, respect from co-workers, relationships with supervisors and opportunity for advancement. Serpian, S., Bambang, S., & Nayati, U. H. (2016). This study intends to investigate experimentally how job satisfaction and organisational culture affect organisational commitment, organisational citizenship behaviour, and departure intention. The sample method used in this study, known as quota sampling, is based on the branch and gender of each participant. The findings demonstrate that both Job Satisfaction and

Organisational Culture have a significant impact on organisational commitment. On the other hand, Organisational Citizenship Behaviour is significantly influenced by Organisational Culture, Job Satisfaction, and Organisational Commitment. Finally, the intention to leave the company is significantly influenced by organisational culture, job satisfaction, and organisational commitment. Organisational citizenship behaviour, in contrast, has no discernible impact on the intention to depart. Munir, R. (2016), The goal of the study is to evaluate the impact of intrinsic and extrinsic rewards on employee job performance. Through the use of questionnaires, the experiences and individual viewpoints of employees working for various courier services were examined in the city of Faisalabad. The study's main goal was to determine whether rewards have an impact on an employee's performance. The two main types of incentives, intrinsic and extrinsic, are also a focus of this study. Rewards have a motivating effect on an employee's personality, encouraging them to demonstrate loyalty and put out good work. According to the study's findings, there is a significant impact between employee performance and both types of awards. In conclusion, this study has confirmed future research avenues that can improve our comprehension of rewards and employees. Dr. C. Eugene Franco, G. Suguna (2017), The study's primary focus was on workers' attitudes towards CSR. Businesses are concerned about a high staff turnover rate, employee absenteeism, and employee disengagement from their jobs. The company can increase employee organisational commitment by getting involved in social activities, such as determining community needs and meeting them, working to improve the environment, supporting employee welfare, producing high-quality products for customers, and adhering to laws and regulations. All of these initiatives have a big, positive impact on how committed employees are to the company and how well it runs. This study offers crucial knowledge to those establishing employee-related policies to boost morale, encourage employees to stick with their company and put in a lot of effort to advance the organisation. Sharma, P. (2017), While male employees were more sensitive to values like innovation, female employees had a stronger sensitivity to organisational principles like justice. It was discovered that the association between organisational culture and work satisfaction was

significantly influenced by age. While older employees were more sensitive to values like stability and security, younger employees were more sensitive to organisational values like innovation and flexibility. These findings imply that in order to foster job satisfaction among all employees, regardless of gender or age, organisations need to pay attention to the variety of their workforce and modify their organisational culture accordingly.

### III. RESEARCH METHODOLOGY

The nature of this is Descriptive. Quantitative Research design is used in this study. Primary and secondary data is used for this purpose. The perceptions of the employees regarding the impact of corporate culture on business performance and employee satisfaction were ascertained using primary data. 50 responses were collected via questionnaires that were created and distributed for this purpose. Secondary data was also used for the research purpose. To comprehend the idea of corporate culture on business performance and employee satisfaction, secondary data was employed. 50 samples were taken for investigation. The respondents were the employees of TCS. The questionnaires were sent to the employees via google form, and the convenience sampling approach was used. For data analysis and interpretation ANOVA, mean, standard deviation were used to understand the relation between employee satisfaction and work life balance and various other factors.

#### Hypothesis

H<sub>0</sub>1: There is no significant relationship between work life balance and employee wellbeing.

H<sub>0</sub>2: There is no significant relationship between corporate culture and employee satisfaction.

IV. DATA INTERPRETATION

Table No – 1: Mean and Standard Deviation

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	
					Lower Bound	Upper Bound			
satisfied with the position	Strongly Disagree	1	4.00	.	.	.	4	4	
	Disagree	1	4.00	.	.	.	4	4	
	Neutral	7	3.00	.816	.309	2.24	3.76	2	4
	Agree	20	3.65	.587	.131	3.38	3.92	2	4
	Strongly Agree	21	4.05	.805	.176	3.68	4.41	3	5
	Total	50	3.74	.777	.110	3.52	3.96	2	5
Recognize and Reward	Strongly Disagree	1	5.00	.	.	.	5	5	
	Disagree	1	5.00	.	.	.	5	5	
	Neutral	7	3.00	.577	.218	2.47	3.53	2	4
	Agree	20	3.90	.718	.161	3.56	4.24	2	5
	Strongly Agree	21	4.10	.625	.136	3.81	4.38	3	5
	Total	50	3.90	.763	.108	3.68	4.12	2	5
prioritize employee satisfaction	Strongly Disagree	1	4.00	.	.	.	4	4	
	Disagree	1	3.00	.	.	.	3	3	
	Neutral	7	3.29	.756	.286	2.59	3.98	2	4
	Agree	20	3.75	.639	.143	3.45	4.05	2	5
	Strongly Agree	21	4.10	.700	.153	3.78	4.41	3	5
	Total	50	3.82	.720	.102	3.62	4.02	2	5

The standard deviation for satisfied with the position is 0.777 whereas The standard deviation for recognize and reward is 0.763, and the standard deviation of prioritize employee satisfaction is 0.720.

Table Number – 2: Sum of Squares, Mean Square and Significance

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
satisfied with the position	Between Groups	6.118	4	1.529	2.928	.031
	Within Groups	23.502	45	.522		
	Total	29.620	49			
Recognize and Reward	Between Groups	8.890	4	2.223	5.100	.002
	Within Groups	19.610	45	.436		
	Total					

prioritize employee satisfaction	Total	28.500	49			
	Between Groups	4.392	4	1.098	2.354	.068
	Within Groups	20.988	45	.466		
	Total	25.380	49			

Dependent Variable: Employee well being

Independent Variable: Satisfied with the position. Recognize and reward, prioritize employee satisfaction.

Since the significance value of recognition and satisfaction is less than 0.05. This shows that there is a

significant relationship between the position and reward and recognition. But since the significance value of prioritised employee satisfaction is greater than 0.05, This shows that there is no significant relationship between work-life balance and employee well-being.

Table Number – 3: Mean and Standard Deviation

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	
					Lower Bound	Upper Bound			
Collaboration and Team work	Neutral	7	3.00	.577	.218	2.47	3.53	2	4
	Agree	24	4.17	.381	.078	4.01	4.33	4	5
	Strongly Agree	19	4.63	.684	.157	4.30	4.96	3	5
	Total	50	4.18	.748	.106	3.97	4.39	2	5
Extra Efforts	Neutral	6	3.17	.408	.167	2.74	3.60	3	4
	Agree	24	3.75	.608	.124	3.49	4.01	2	4
	Strongly Agree	19	4.16	1.068	.245	3.64	4.67	2	5
	Total	49	3.84	.850	.121	3.59	4.08	2	5
Improve Corporate Culture	Neutral	7	2.14	.900	.340	1.31	2.97	1	4
	Agree	24	2.58	.717	.146	2.28	2.89	1	4
	Strongly Agree	19	2.21	.918	.211	1.77	2.65	1	4
	Total	50	2.38	.830	.117	2.14	2.62	1	4

The standard deviation Collaboration and Team work is 0.748 whereas The standard deviation for Putting extra efforts is 0.850, and the standard deviation of Improved Corporate Culture is 0.830.

Table Number – 4: Sum of Squares, Mean Square and Significance

		Sum of Squares	df	Mean Square	F	Sig.
Collaboration and Team work	Between Groups	13.626	2	6.813	23.280	.000
	Within Groups	13.754	47	.293		
	Total	27.380	49			

Extra Efforts	Between Groups	4.834	2	2.417	3.724	.032
	Within Groups	29.860	46	.649		
	Total	34.694	48			
Improve Corporate Culture	Between Groups	1.932	2	.966	1.425	.251
	Within Groups	31.848	47	.678		
	Total	33.780	49			

Dependent Variable: Feel Proud

Independent Variable: Collaboration and team work, Extra Efforts, Improve Corporate culture

Since the significance value of collaboration and team work and extra effort is less than 0.05. This shows that there is a significant relationship between them. But since the significance value of improved corporate culture is greater than 0.05, this shows that there is no significant relationship between corporate culture and employee satisfaction.

#### CONCLUSION

TCS has established a strong and positive corporate culture that positively influences both business performance and employee satisfaction. The company's culture places a strong emphasis on teamwork, creativity, and employee growth, which is consistent with TCS's strategic goals and principles. On the aspect of business performance, the study demonstrates that TCS's culture contributes to its success. TCS places a strong focus on innovation and flexibility so that it can keep ahead of market trends and react quickly to them, both of which have a favourable effect on the company's financial success and competitiveness. TCS's corporate culture is extremely important in determining employee satisfaction. The culture encourages a positive workplace atmosphere where staff members feel appreciated, respected, and involved. The focus on employee growth and career prospects at TCS helps to increase employees' loyalty and job happiness. The respondents were from the age group of 15-55, maximum of them belongs in the age group i.e between 15-25. The data was collected from Pan India. 54% of the respondents were male while 46% of the respondents were female. The study highlights the positive impact of TCS's culture on employee motivation, well-being, and work-life balance. From the hypothesis it is clear that there is a significant relationship between the position and reward and

recognition, while there is no significant relationship between work-life balance and employee well-being, while that there is no significant relationship between work-life balance and employee well-being. There is a significant relationship between Collaboration and Team work while there is no significant relationship between corporate culture and employee satisfaction. Overall, the study shows a significant relationship between employee satisfaction, business performance, and TCS' corporate culture. Collaboration, creativity, and employee well-being are prioritized by TCS, and as a result, the company's business results have increased, and its staff is happier.

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